

# **Central Labrador Tourism Development Plan**

Prepared by: Central Labrador Tourism Working Group

### Introduction

The Central Labrador Tourism Working Group, comprised of representatives from the Town of Happy Valley-Goose Bay, Destination Labrador, Tourism, Culture, Industry and Innovation (TCII), Atlantic Canada Opportunities Agency (ACOA), Nunatsiavut Government, Labrador North Chamber of Commerce, Nunacor, Town of North West River, 5 Wing Goose Bay, Sheshatshiu Innu First Nation, and the College of the North Atlantic, initiated a strategic planning process to create a Tourism Development Plan for Happy Valley-Goose Bay and the Central Labrador region. The goal in developing the Tourism Development Plan is to identify recommendations and actions to increase visitation and spending by attracting more visitors, getting them to stay longer and experience more.

Leading up to a facilitated session with the working group on December 10<sup>th</sup>, 2018, the Town of Happy Valley-Goose Bay distributed two surveys to identify gaps and opportunities in tourism services and attractions in the region. An extensive survey was completed by key tourism stakeholders, with six responses received and a more general survey was distributed to the general public, with 47 responses received. The goal of the surveys was to engage with local tourism stakeholders and interested residents to help guide the focus for tourism development efforts in the region. Survey results were presented to the Central Labrador Tourism Working Group on December 10<sup>th</sup> at which time the working group reviewed the gaps and opportunities, established key findings and identified a list of recommended actions. A stakeholder session was held on June 10<sup>th</sup>, 2019 to further validate the key findings and recommendations. In that session, approximately 20 representatives from local organizations and businesses discussed the gaps and opportunities and validated the recommendations in the plan.

In addition, key provincial and regional economic and tourism experience development support representatives from TCII, ACOA, Destination Labrador, Nunatsiavut Government, and Nunatsiavut Marine participated in a Visitor Journey Assessment along the touring route of the North Coast from Happy Valley-Goose Bay to Nain and traveling on the Northern Ranger from Nain to Happy Valley-Goose Bay. The North Coast Visitor Journey Assessment report outlines the gaps and opportunities in experience development along the North Coast visitor journey and recommendations for strengthening the visitor journey. Where actions that could strengthen the visitor's journey were identified on the North Coast, they have been embedded into this Central Labrador Plan, which will lead to a stronger Labrador tourist experience.

Outlined in the following document is an overview of the gaps and opportunities in tourism in the Central Labrador region and recommended actions for collective efforts.

The priorities for the region are aligned with the Four Areas of Focus from the Provincial Tourism Product Development Plan and the Labrador Destination Development Plan, which are:

1. Experience Development
2. Market-Readiness
3. Collaborating to Compete
4. Understanding Value and Success

The goal of this plan, led by the Central Labrador Tourism Working Group in partnership with key tourism stakeholders, is to **attract locals and visitors to experience more of Central Labrador.**

The objectives in each of the four areas of focus are outlined below:



## Section 1. Experience Development

The Visitor Journey is central to the Tourism Development Plan. Every visitor journey is different, from the mode of transportation they use to the services they require and attractions they want to experience. By using the main touchpoints along the visitor journey - transportation, visitor services, food, accommodations and things to experience - all partners can focus attention on delivering on the brand promise to the most important people in the equation: visitors. By framing priorities around the central character, tourism partners are establishing primary investment areas requiring the most immediate attention. The Central Labrador Tourism Development Plan is designed to address the gaps and opportunities to enhance the visitor journey including areas of:

- Food
- Accommodations
- People and Program-based
- Natural and Cultural Attractions
- Festivals and Events
- Destination Trails
- Craft and Art
- Indigenous Tourism Experiences

### Key Findings

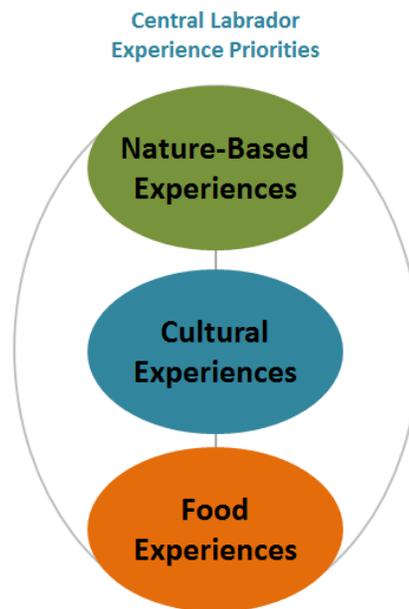
- There is much potential for offering experiences in the region but there is a need to identify local talent that could provide these experiences.
- There is a need for experience development coaching and mentoring.
- There is an opportunity to embed food as a key experience in existing tourism offerings (i.e. festivals, events, etc).
- Accommodations are a strategic partner for enhancing promotions, experience offerings and packages.
- There is anticipated growth in the RV market but a lack of services for the market (i.e. dumping stations, etc.).

- There may be an opportunity for a local broker that can administer packages and offerings.
- The region has numerous natural and cultural attractions and there is an opportunity to increase the collaboration among local attractions to build itineraries or packages.
- There is an opportunity to leverage existing festivals and events as draws to the region and to focus on enhancing programming to attract more visitors.
- There may be an opportunity to enhance coordination among some events as a way to maximize volunteer capacity, enhance the experiences offered and establish promotional partnerships.
- There is a collective desire to better leverage existing trail assets and there is a need to coordinate a cluster-based, destination trail approach for developing and promoting trails.
- There is an abundance of local talent that can be a part of experience offerings in the region but there is a need for more understanding of who may be available to offer experiences.
- Local craftspeople need business and experience development mentoring if they are to offer market-ready tourism experiences.
- There is a need to assist Indigenous experience providers in crafting their genuine storytelling into programmed experiences that can be packaged and offered.

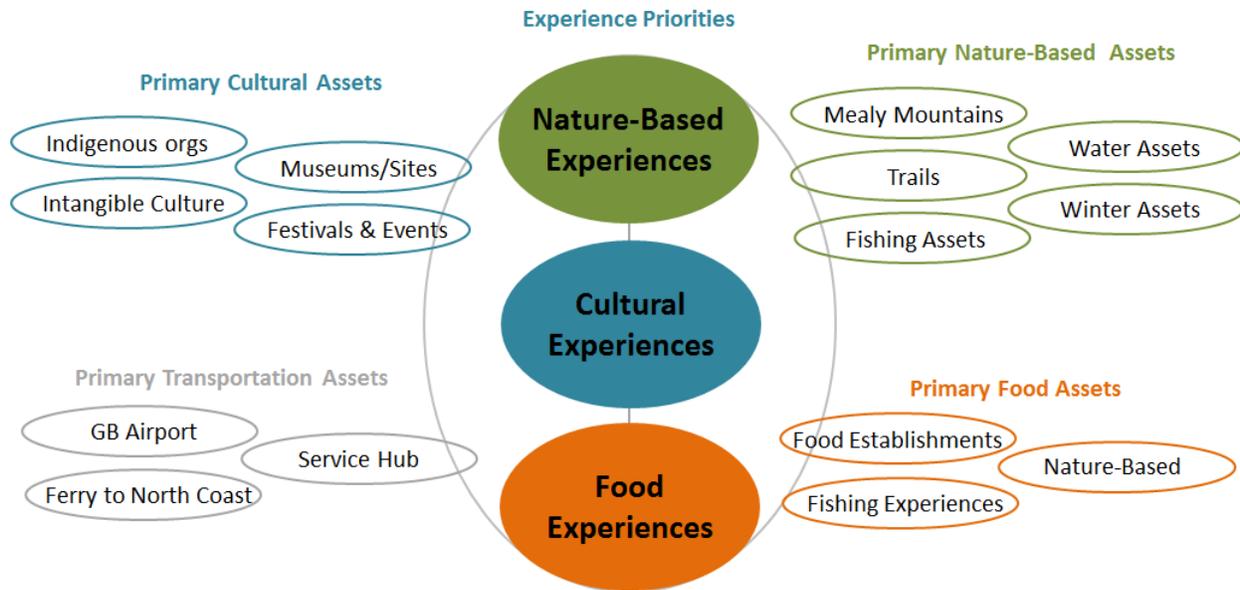
### Recommended Actions

It is recommended that Central Labrador tourism stakeholders focus their collective efforts in creating and enhancing experiences in three main categories:

- Nature-Based Experiences
- Cultural Experiences
- Food Experiences



## Experience Categories – PRIMARY ASSETS



### Nature-Based Experiences

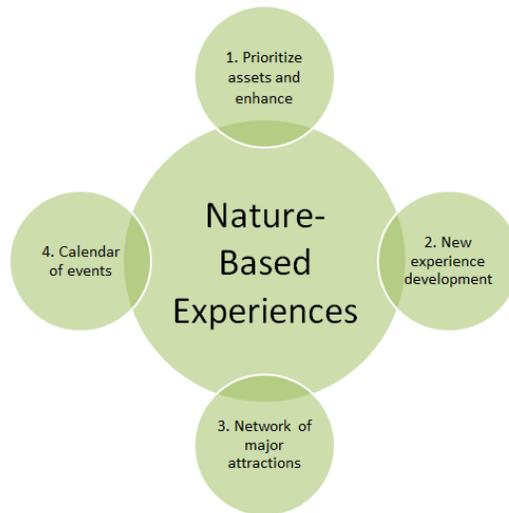
1. Work with key industry, government, community and tourism partners to **prioritize and implement market-readiness and experience development enhancements** on primary nature-based assets. Depending on the asset, this may include:
  - Wayfinding
  - Sense of arrival initiatives
  - Parking improvements
  - Trail markers
  - Safety
  - Experience listing on Newfoundlandlabrador.com and engaged in NL Tourism promotional opportunities
  - Engaged with regional marketing partners
  - Online presence best practices
  - Experiential content for marketing and promotions
  - People and program-based experiences or elements
  - Links to regional partners, especially local businesses
2. Actively engage with locals, business and community stakeholders to investigate **new tourism experience development and business development opportunities** that can be created using nature-based assets.

## 2019 Central Labrador Tourism Development Plan

This can be achieved by working with partners to offer Tourism Opportunities Sessions, focused on:

- Experience Development – people and program-based
  - Marketing Opportunities
  - Partnership Development
  - Content Development
  - Business Mentoring
  - Technology Support
3. Establish a **network of major tourism attractions**, including museums, trails, festivals and events, etc., to collaborate on experience development, packages, itineraries and marketing.
  4. Create a **calendar of events** for the region that can be promoted by all partners and stakeholders (Town of HVGB calendar of events is a start).

### Recommended Actions – Nature-based



## Cultural Experiences

1. Work with key industry, government, community and tourism partners to **offer Tourism Opportunities Sessions** to identify and implement market-readiness and experience development priorities.
2. Create an **inventory of local talent and artists** willing to offer their skills as storytellers, guides, performers and/or knowledge holders.
3. Promote the **inventory of self-guided experiences** at local attractions.
4. Investigate opportunity for a **guided tour around to local attractions**.
5. Investigate opportunities for an **experience broker to work with local talent** to package and sell experiences.
6. Work with local event organizers to **add experience offerings as part of the event programming** and investigate opportunities for shared services for local events planning and execution.
7. Work with the local Indigenous organizations to identify opportunities and collective priorities for **Indigenous experience development**.

### Recommended Actions – Cultural Experiences



## Food Experiences

1. Work with the **existing local food establishments and experience providers** to enhance their market-readiness, experience development and promotions as key experience providers in the community.

Key areas include:

- Experience Development
- Marketing partnerships and packages
- Itinerary development
- Experiential content for marketing and promotions
- Online presence enhancements
- Experience listing on Newfoundlandlabrador.com and engaged in NL Tourism promotional opportunities
- Engagement with regional marketing partners
- People and program-based experiences or elements
- Provide networking opportunities to regional partners, especially other local businesses

2. Work with locals, business and community stakeholders to **investigate new food experience development** and business development opportunities.

Actions include:

- Offering tourism opportunities sessions
- Working with community event organizers for promotional opportunities and to add food, nature-based and cultural experience offerings as part of the event programming.
- Investigating barriers that exist to accessing nature-based food assets and implement actions to address.

3. Investigate opportunities for **customized food experiences** by locals.

4. Work with local festivals and events organizers to **add food elements to programming**.

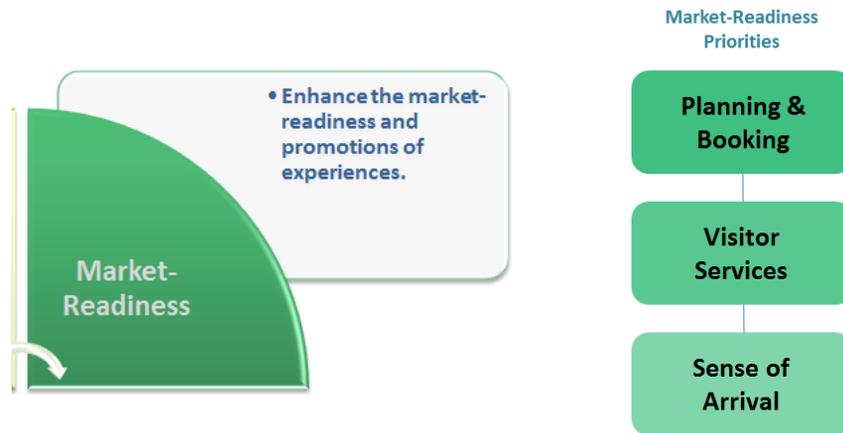
### Recommended Actions – Food



## Section 2. Market-Readiness

Market-Readiness Guidelines assist tourism operators in ensuring that their experiences, products and services are ready for NL’s core tourism markets. Market-readiness investments help operators create or enhance the experiences offered by increasing their ability to deliver to tourism markets in three key areas:

- Planning and Booking
- Visitor Services
- Sense of Arrival



### Planning and Booking

The planning and booking stage begins when visitors decide to investigate a trip to Newfoundland and Labrador. Visitors can begin planning and booking a year or longer in advance of their trip. As a result, the information that is available to them through promotional channels can greatly influence where they plan to visit, where they stay, and what they do. There are several primary ways that visitors engage with Newfoundland and Labrador in the planning and booking stage:

- Newfoundlandlabrador.com
- Individual operator websites
- Partnerships/Promotions materials
- Social Media
- Customer Service (email, text, voice, etc)
- Other

### Key Findings

- There is an opportunity to take short-term steps to improve the region’s tourism presence and awareness on Newfoundlandlabrador.com.
- Not all experiences and tourism products are currently available online or are not packaged as experiences and promoted online.
- There is an opportunity with the abundance of stories and natural assets to improve the experiential language in key promotional channels.
- There is a need to ensure all websites have accurate information, that information is current and dynamic and operators are accessible year-round.

## Recommended Actions

1. Work with local tourism experience providers and stakeholders to **implement market-readiness and experience development enhancements**.

Depending on the asset, this may include:

- Experience listing on Newfoundlandlabrador.com and engaged in NL Tourism promotional opportunities
- Engaged with regional marketing partners
- Online presence best practices
- Experiential content for marketing and promotions
- People and program-based experiences or elements
- Links to regional partners, especially local businesses

## Visitor Services

Visitors require on-the-ground information validation, deeper trip planning guidance, booking assistance and local knowledge. Visitor services are a unique touchpoint in the visitor journey to encourage longer stays and engagement in more experiences in the Central Labrador region by providing information and details through face-to-face engagement, maps, guides, brochures and local validation and knowledge. Visitors also seek information and local knowledge through tourism services and attractions, such as accommodations, restaurants and gas stations.

## Key Findings

- Currently, visitors do not have an easy way to find their way around to businesses, attractions and experiences available in the community.
- There is a need to ensure operators are clearly aware of all that is available to them through the various organizations in the tourism system (i.e. NL Tourism, DMO, HNL, etc.)
- There is an opportunity to collaborate with attractions and businesses to partner on wayfinding initiatives and cross promotional opportunities.
- There is a need to share more local knowledge among all operators and staff (including gas stations, convenience stores, etc.) to help provide on-the-ground trip validation, share local knowledge, connections with locals and encourage longer stays.

## Recommended Actions

1. Engage in **annual familiarization sessions with local businesses to improve awareness** of tourism experiences available in the region and in the other sub regions of Labrador. Focus on accommodations, food services, gas stations, pharmacies, liquor store, etc.
2. Focus efforts to **'clean up' a number of websites** that provide incorrect and outdated information about the region's tourism services and attractions.
3. Partner with the Labrador North Chamber of Commerce to investigate opportunities to **enhance visitor services**.
4. Work with local services and attractions on an initiative to **promote free wi-fi locations**.
5. Improve **access to public washrooms** on the Trans Labrador Highway.

## Sense of Arrival

Sense of arrival is the welcome and warmth that visitors are greeted with once they reach their destination that sets the tone for their visit. A positive sense of arrival stimulates a visitor's interest and excites them to want to explore more of our culture, heritage and natural attractions. As a result, the sense of arrival can greatly impact repeat visitation, length of stay and spending.

### *Key touchpoints:*

- Welcome
- Greeting
- Wayfinding
- Wow factor
- First Impressions

### *Where/What:*

- Airports
- Ferry Terminals/Ports
- Highways
- Regional Gateways
- Communities
- Icons, Attractions and Services

## Key Findings

- There is a need to improve directional and wayfinding signage especially to major attractions and other communities.
- There have been great strides made to enhance the welcome and sense of arrival at the Goose Bay Airport. As a main gateway for the entire region, continued enhancements will help enhance the visitor experience.
- There is an opportunity for tourism stakeholders to work together to improve the sense of welcome to the community.
- Happy Valley-Goose Bay is the main gateway for visitors taking the North Coast Journey. There are opportunities to enhance partnerships to improve the link to the North Coast experiences at the airport and ferry terminal.

## Recommended Actions

1. Conduct an **assessment of the wayfinding/directional signage needs**.
2. **Collaborate with key transportation partners** to address common priorities and actions. Key transportation services include: Goose Bay Airport, Nunatsiavut Marine, Air Borealis, PAL, etc.
3. Investigate opportunities to partner with local tourism stakeholders to **implement welcome to the community initiatives** for visitors.

## Section 3. Collaborating to Compete

The key to successful tourism destination development is effectively leveraging private, non-profit and government tourism partners to achieve common, collective goals. All of these partners, communities and regions stand to benefit by collaborating with each other to attract more visitors overall and promote each other to increase spending. Some of the priorities include:

- Destination areas planning versus silo tourism development
- Regional partnerships and collaborations
  - Build strong networks and links with:
    - key tourism partners
    - individual organizations
    - regional groups
    - municipalities
    - other sectors
- Filling in gaps along the journey, clustering
- Leveraging existing infrastructure and attractions
- Packaging, itineraries, content
- Season Extension



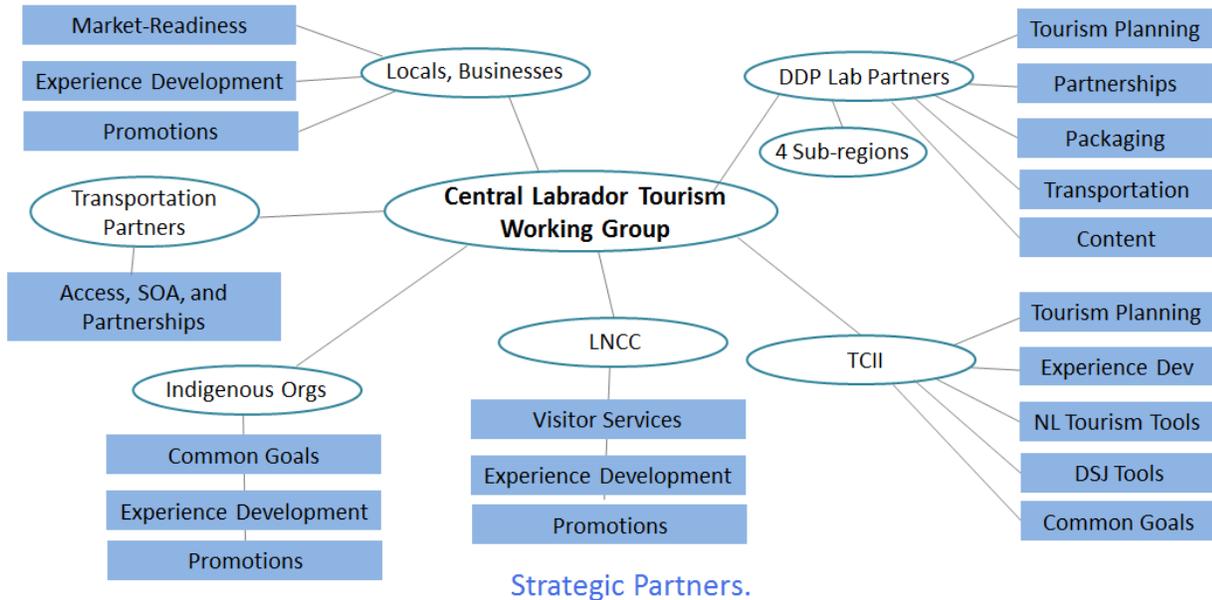
### Key Findings

- There is a need to ensure operators are aware of the supports and resources available to them for tourism development and marketing through the various organizations such as Destination Labrador, TCII, etc.
- There is a need to establish more collaboration among local operators as part of a concerted effort to increase visitation to the region.
- There is a need to enhance collaboration with other sub-regions to coordinate tourism development plans and implement collective priorities.

### Recommended Actions

1. Enhance **collaboration with key community, regional and provincial partners** to achieve collective priorities.
  - a. Organize tourism sessions in the region to build awareness of tourism value, priorities and benefits. Key opportunities include: Labrador Caucus; Combined Councils; Northern Exposure/Northern Lights
  - b. Organize awareness sessions with local tourism services and attractions to share the priorities and actions of the Central Labrador Tourism Development Plan.
  - c. Host an annual get together with tourism stakeholders to update on progress of Central Labrador Tourism Development Plan.
  - d. Host a meeting to bring together the key representative groups of the four sub-regions.

## Collaborations



## Section 4. Performance

To ensure Newfoundland and Labrador remains a high value and relevant destination in global tourism markets, the tourism industry will always require a commitment to understanding tourism supply and demand intelligence.

Through collaborative efforts, all partners have to understand:

- who visitors are
- how they travel and
- what they like to experience.

This means applying what we know to meet the expectations of visitors that are attracted to Newfoundland and Labrador, while staying true to our brand and specifically:

- Using research to inform decisions
- Understanding our visitors, survey results
- Understanding value
- Establishing performance baselines, measuring success



### Key Findings

- There is an opportunity to ensure that tourism stakeholders are familiarized with the customer profiles and motivations of visitors to the region.
- There is an opportunity to collect and share statistics about visitors to the region to help inform tourism development.

## Recommended Actions

1. Offer an **information session with TCII's Sector Research Division** to provide insight into the types of visitors coming to the Labrador, things they like to experience while visiting, who our customers are, how they travel, etc.
2. Establish a **baseline measure of visitation** through existing local sources to establish growth targets and evaluate performance over time.
3. Establish a **baseline measure of the number of experiences** in the region and establish growth targets.
4. Work with local organizations, such as the GBAC and LNCC to **share visitor data information**.

## Conclusion

The Central Labrador Tourism Development Plan lays out specific actions that all tourism stakeholders must take to reach a collective tourism vision. With a focus on partnership and collaboration, the goal to increase visitation and spending can be achieved to grow the economy and support communities in the region.

**APPENDIX A – Gaps and Opportunities** (as identified in two surveys conducted by the Town of Happy Valley-Goose Bay, a facilitated session with the working group on December 10<sup>th</sup>, 2018, and a stakeholder session held on June 10, 2019).

## Food Experiences

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Lack of cultural food offerings/restaurants</li> <li>• Few specializing in serving local</li> <li>• Difficult to define Labrador cuisine</li> <li>• Supply of local products may be an issue</li> <li>• Understanding of the regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• People seem genuinely impressed with local offerings</li> <li>• Want more opportunities to experience local content</li> <li>• Opportunity for higher end</li> <li>• Local chefs have been offering catered events that would be an opportunity to build on.</li> </ul>

## Accommodation Experiences

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Major developments have impacted availability of rooms for visitors</li> </ul>	<ul style="list-style-type: none"> <li>• RV Services (repeatedly identified as gap &amp; opportunity)</li> <li>• Hotels need more information on what to do and see</li> <li>• Experiences around hotels</li> <li>• General feel that great strides have been made</li> </ul>

## People and Program-Based Experiences

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Gap is the availability of a tour operator to package experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous celebrations</li> <li>• Need to engage local storytellers and develop programs to learn local culture</li> <li>• Jock Campbell experience</li> <li>• Experiences identified: Guided walks, bike rides, canoeing, kayaking, boat tours, snowmobile tours, ATV tours, cooking local, film screenings, storytelling, book readings, hunting &amp; fishing tours</li> <li>• Nunacor packaged experiences as part of the cruise ship visit. Something to build on.</li> <li>• NWR Dinner Theatre</li> </ul>

## Natural and Cultural Attractions

Major attractions identified in the region:

- Mealy Mountains
- Torngats
- Fishing
- Birch Island
- Labrador Interpretation Centre
- Northwest River Beach/Festival
- Them Days
- Military Museum
- Labrador Heritage Museum
- Mud Lake
- Trapline Marathon and other events
- Cain’s Quest
- Labrador Winter Games
- Lawrence O’Brien Centre
- Labrador Institute
- Last Stop Garage
- Ski facilities

Gaps:	Opportunities:
<ul style="list-style-type: none"> <li>• Lack of operational funding to keep attractions open</li> <li>• Lack of dedicated staff capacity to collaborate and coordinate initiatives (volunteers)</li> <li>• Disconnect between what is promoted about Labrador and what is actually offered.</li> <li>• Collaboration among major attractions.</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of places for self-guided tours</li> <li>• Develop guided tours around major attractions, experiences on the NWR beach (i.e. drum circles or food)</li> <li>• Maps of major attractions tour – one developed for the Cruise visit...could be the foundation.</li> <li>• Opportunity to have locals telling stories at major attractions</li> <li>• Film industry opportunities for winter venues</li> </ul>

## Festivals and Events

Gaps:	Opportunities:
<ul style="list-style-type: none"> <li>• Lack of volunteers to organize and execute events</li> <li>• Lack of collaboration among events, sharing resources</li> <li>• Lack of coordinating body</li> </ul>	<ul style="list-style-type: none"> <li>• Calendar of events – town offers this but it is underutilized</li> <li>• Share more about the events and build more additional experiences around events.</li> <li>• More collaboration among the events, shared resources</li> <li>• Establish a music/cultural festival or build music and culture experiences around existing events</li> <li>• More things to do during events, link to local businesses</li> <li>• Need more craft/art/food available at events</li> </ul>

## Destination Trails

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>Lack of available information on trails</li> </ul>	<ul style="list-style-type: none"> <li>More information on trails</li> <li>Trail maps</li> <li>Signage</li> <li>Link existing network to Trans Canada Trails</li> <li>Better maintenance of trails and signage</li> <li>Follow Birch Island example</li> <li>Winter trails (Snowmobile versus hiking/walking trails) need directions and distances information on the trails as well as links to services (e.g gas) – need good signage</li> </ul>

## Craft and Art Experiences

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>Locals losing skills, not a lot of cross training</li> </ul>	<ul style="list-style-type: none"> <li>Experiences around craft producers at work</li> <li>Central spot to experience “makers”</li> <li>Showcase Labrador craft and producers</li> <li>Inventory of craft producers who would be willing to partner/offer experiences</li> <li>Need training on merchandising, business development, marketing</li> <li>Infrastructure in place, just need programming</li> <li>There are a lot of organizations focused on preserving these skills, so there may be opportunities to discuss how to share this information if it is appropriate</li> <li>Schedule some of these training initiatives during tourism season.</li> </ul>

## Indigenous Tourism Experiences

<b>Gaps:</b>	<b>Opportunities:</b>
	<ul style="list-style-type: none"> <li>These experiences have to be genuine, not built just to sell as tourism products</li> <li>Local crafts and languages at airport</li> <li>Tastings of local food</li> <li>Learning local crafts</li> <li>HVGB is a service hub for the North Coast</li> <li>Interpretation Centre has space for indigenous</li> </ul>

	<p>experiences</p> <ul style="list-style-type: none"> <li>• Food experience in Postville identified as example of good programming.</li> </ul>
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## Section 2. Market-Readiness

### Planning and Booking

Gaps:	Opportunities:
<ul style="list-style-type: none"> <li>• Lack of updated information</li> <li>• Lack of coordinated approach</li> <li>• Lack of social media</li> </ul>	<ul style="list-style-type: none"> <li>• Clean up web presence</li> <li>• Training for locals on content, social media, Tourism Assurance Plan</li> <li>• Establish regional marketing authority (hotel levies)</li> <li>• More advertising</li> <li>• Better website and information</li> <li>• Create regional tourism plan</li> <li>• DL offer more support, sessions re: TAP and Selling the benefit of being engaged in nl.com, etc.</li> </ul>

### Visitor Services

Gaps:	Opportunities:
<ul style="list-style-type: none"> <li>• Not enough information available</li> <li>• Information outdated – websites that are no longer being updated, numerous sites</li> <li>• Visitors still want hard copies, everything can't be digital</li> <li>• Washrooms on TLH</li> </ul>	<ul style="list-style-type: none"> <li>• Update business listings – nl.com and town website.</li> <li>• Update social media of VIC</li> <li>• More information at VIC</li> <li>• VIC Counsellor at airport</li> <li>• LNCC VIC excellent facility to invest in</li> <li>• Wi-Fi should be available at VIC and public spaces in town</li> <li>• Better promotion of Wi-Fi availability</li> <li>• Washrooms on TLH</li> <li>• RV park/services – dumping station and garage disposal</li> </ul>

### Sense of Arrival

These are the gaps and opportunities in **Transportation Services:**

Gaps:	Opportunities:
<ul style="list-style-type: none"> <li>• Airport has made improvements</li> <li>• Lack of taxi availability</li> </ul>	<ul style="list-style-type: none"> <li>• Taxi/shuttle from airport</li> <li>• Airport is last stop before north coast, could be</li> </ul>

**2019 Central Labrador Tourism Development Planning Process**  
**Central Labrador Tourism Working Group**

<ul style="list-style-type: none"> <li>• Cost of air travel</li> <li>• No sidewalks</li> </ul>	<p>a major wow factor</p> <ul style="list-style-type: none"> <li>• Collaboration with Goose Bay Airport Corporation for marketing and visitor services</li> <li>• VIC, Counsellor at the airport</li> <li>• Ferry Terminal - signage and wayfinding; exterior and curb appeal of the building needs improvements; Pictures, video displays, artisans would be nice</li> </ul>
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These are the gaps and opportunities in the **Welcome to the community/region** :

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Signs at town boundary underwhelming</li> <li>• More local information available</li> <li>• Attractiveness, beautification, regularly scheduled maintenance of signage and wayfinding.</li> </ul>	<ul style="list-style-type: none"> <li>• Airport could have a selfie spot (Note: While this was identified as an opportunity in the stakeholder survey, there already exists a selfie station in the Airport - Torngats wall mural)</li> <li>• Improve welcome and signage at major entry points</li> <li>• Welcome to the Big Land sign (similar to Labrador Straits)</li> <li>• Welcome baskets/visitor welcome kit (newcomers guide is being developed)</li> <li>• Clean up garbage around community</li> <li>• Customer service training for front line staff</li> <li>• Visitor information at local businesses – staff familiar with local attractions and services (NLC, Pharmacies, laundromats)</li> <li>• Flowers, landscaping, grow some grass</li> <li>• Examples of ideas: Florida airport dolphins in floor/Iqaluit Polar bear in airport</li> </ul>

These are the gaps and opportunities in **Wayfinding/Directional Signage**:

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Hard to find VIC</li> <li>• Lack of good consistent directional signage around town</li> </ul>	<ul style="list-style-type: none"> <li>• Improve signage and wayfinding at major entry points</li> <li>• Directions to VIC</li> <li>• Turning right off the highway (welcome to HVGB could be pull off – check RV report)</li> <li>• TLH to Hamilton River Road, needs Northwest River, Sheshatshiu, and Mud Lake identified</li> <li>• More local signage to major attractions and ferry terminal</li> <li>• Review of current signage and placement</li> <li>• Signage kiosks at strategic points</li> <li>• Improve signage on TLH</li> <li>• Welcome to HVGB sign location is good place</li> </ul>

	for a pull off/sign kiosk.
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### Section 3. Collaborating to Compete

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• Not enough volume for winter offerings to work</li> <li>• Not enough marketing of winter experiences</li> <li>• Not enough information on the opportunities for winter</li> <li>• So much division, a unified plan would help</li> <li>• Need local area to be more organized</li> <li>• Well-funded marketing plan</li> <li>• Group tour opportunities – opportunity to get an understanding of group tour barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Use existing events to build more experiences around</li> <li>• Spring activities (sledding, snowmobile, ice fishing, dog sledding, local photography)</li> <li>• Collaborating with and among the three Indigenous organizations</li> <li>• Engage more operators into the Central Tourism Working Group.</li> <li>• Need to bring together the local stakeholders to be more organized and get on the same page</li> <li>• Formalize a group around a plan</li> <li>• Better coordination of marketing, support, events, etc.</li> <li>• Cross promotion of north and south</li> <li>• Summer calendar of Labrador events</li> <li>• Travel trade when TLH is fully complete</li> <li>• Partner with TCII more</li> <li>• Partner with NG more</li> <li>• Build more linkages among the four sub-regions.</li> </ul> <p>Itinerary ideas:</p> <ul style="list-style-type: none"> <li>• Tours of Military Museum</li> <li>• Birch Island Tours</li> <li>• Labrador Loop</li> <li>• Mealy Mountains</li> <li>• Ferry to North Coast</li> <li>• North Coast Journey Itinerary</li> <li>• Expedition 51 &amp; Three UNESCOs – others like this?</li> <li>•</li> </ul>

### Section 4. Understanding Value and Success

<b>Gaps:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"> <li>• More awareness of customer profiles and how</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation about visitor exit data</li> </ul>

2019 Central Labrador Tourism Development Planning Process  
Central Labrador Tourism Working Group

<p>they travel.</p> <ul style="list-style-type: none"><li>• Obtain better statistics on the type of visitor entering the province from Quebec/Lab West (demographics, RV etc).</li></ul>	<ul style="list-style-type: none"><li>• Administer a survey at VIC and airport</li><li>• Who are our visitors and where do they come from, how do they travel?</li><li>• Better coordination and sharing of information and intelligence</li></ul>
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